STATE OF CALIFORNIA
ONE-STOP CAREER CENTER SYSTEM

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One-Stop Career Center System Implementation Grant**

California's One-Stop Career Center System Vision

The official blueprint for California's Implementation Grant application is the *One-Stop Career Center System Vision*, developed by the One-Stop Career Center System Task Force. Adopted by the State Job Training Coordinating Council (SJTCC) in December 1995, the One-Stop Vision captures the agreements and understandings struck during a broadly inclusive collaborative One-Stop planning process and will shape all future investments in California's One-Stop System. The One-Stop Vision defines a system that is integrated, comprehensive, customer-focused, and performance-based.

Over the past decade, California has made significant investments in and progress toward developing One-Stop Career Centers (One-Stop) statewide, evidenced by the collection of partnerships at state and local levels and between the public and private sectors. California's goal over the next four years is to convert this collection of partnerships into a One-Stop Career Center System in accord with the statewide Vision. To accomplish this goal, California's One-Stop System Implementation Grant proposal incorporates a multi-faceted implementation strategy.

Proposed Implementation Grant Activities

California is requesting DOL One-Stop Implementation Grant funding at the maximum level of $8 million per year for a total grant request of $24 million. For the first year, funds are being requested to undertake Statewide and Local System Building projects which are critical to accelerating the implementation of the One-Stop System in California. A summary of these projects and activities for which funds will be requested is presented below.

Statewide System Building

(1) Manage State-level Implementation

State One-Stop staff will continue to support the work of the One-Stop Task Force, maintain overall coordination of various State-level partners and other organizational entities involved with One-Stop, perform outreach and technical assistance to One-Stop Areas, perform administrative functions related to State-local One-Stop technology pilots and local One-Stop Systems, and administer the One-Stop implementation grant.

(2) Capacity Building

A) Continue work on core One-Stop staff competencies. Develop/adapt necessary curriculum to enable statewide training via traditional methods, multimedia-based distance learning, expert consultants, and other means. Conduct training sessions in the first year for One-Stop front-line staff and labor market information (LMI) staff.

B) Disseminate information on "best practices." Develop better information dissemination tools among State-level implementation activities, DOL, other states, and local One-Stops.

C) Continue usability/customer access project. Implement the second phase of the Principles for One-Stop Information and Training (POSIT) with San Diego State University which will develop principles for usable electronic One-Stop (EOS) services. This will assist One-Stop customers and staff to self-access and use on-line information and services.

(3) Performance Based Accountability (PBA)

A) Continue development of the PBA system for One-Stop. In addition to the work that has been done under State Senate Bill 645 to develop a PBA system for the workforce preparation system as a whole, specific measures for the One-Stop Centers will be more fully developed. Work will be done on assessing customer satisfaction, perhaps by contracting with a national contractor who is doing work for other One-Stop Implementation states and DOL.

B) Implement the Consumer Reports System (CRS). Implementation funding will be used to expand the CRS pilot system statewide.

C) Third Party Evaluation. The State will commission a third party contractor to conduct an evaluation of the effectiveness of the One-Stop System in California.

(4) Develop Partnerships with the Private Sector

Work will continue with business and industry associations, foundations, and other private sector entities to increase employer and community-based organizations' access to One-Stop services through marketing, networking, and outreach. Private sector money will be sought to support activities not easily funded through public funds. Strategic alliances with software and/or hardware companies will be sought to further develop the electronic infrastructure.

(5) Implement an Electronic One-Stop (EOS) Infrastructure

California's strategy for implementing a One-Stop electronic infrastructure will address oversight of the automation efforts, increased automation capacity at both the State and local levels, and the use of successful technology pilots to test systems prior to statewide implementation. To address these three areas, California will use a strategy very similar to DOL's strategy for the implementation of the ALMIS initiative, e.g., a stakeholder workgroup to address technical standards, funding of state consortiums formed to address specific business needs, pilots focusing on specific application development efforts, and funding set aside to increase connectivity and infrastructure. Specifically, the State will:

A) *Manage California's statewide electronic infrastructure.* California has established an Electronic One-Stop (EOS) Steering Committee, which is composed of representatives from State and local agencies and reports to the One-Stop Task Force. The purpose of the EOS Steering Committee is to provide direction, planning, coordination, and oversight of the electronic infrastructure to support California's One-Stop Career Center System. This committee's activities will work in concert with the activities of the DOL's One-Stop Technical Standards Committee. To provide the kind of oversight needed to build the electronic infrastructure and to ensure compatibility with national efforts, California will be requesting funds to provide staff and contractor support necessary to complete this committee's various objectives such as resolving the data security and confidentiality issues, determining enhancements to existing MIS and accounting systems, and developing project plans for implementing initiatives.

B) *Increase EOS capacity of Local One-Stops.* This activity will include:
- Increasing Internet access for One-Stop Centers/Systems.
- Hardware for delivering information and services, e.g., servers where needed.
- State of the art software for business solutions.
- Training/technical assistance to One-Stop technical staff developing and/or adapting an existing universal client application system and a universal case management system.
- System connectivity to community sites, such as School-to-Career (local sites and system wide), public libraries, local education agencies, private sector business and industry associations, employer community, and economic development entities.

C) *Technology Pilots/New Initiatives.* Funds will be disbursed through a competitive process to local partnerships for the development of innovative technology solutions which can be used statewide. In addition, California will explore the development of three systems which can be used both in California and in other states: an on-line training catalogue; an automated link between California's profiling system and job referral; and an automated link between information about job openings collected through UI claim filing and labor exchange functions.

Local System Building

Over three years, the majority of grant funds will be allocated to converting the current partnerships and centers (and new partnerships) into a system of California One-Stops. Funds will be distributed through a competitive process to partnerships in ten One-Stop Investment Zones. Funds will be used to convert systems, establish One-Stop Boards, develop policy and plan at a regional level (through money set aside for incentives to do this), train staff, market One-Stop, test EOS products, provide peer technical assistance, develop products which could be used statewide, improve relationships with economic development efforts and industry cluster associations, and local system change and system building. Funds will not be used for direct services to clients. The moneys set aside for local implementation will increase proportionately each year of the grant.

California is strongly committed to the development of a statewide One-Stop Career Center System which provides universal access to services, promotes customer choice, provides integrated access to the full array of workforce preparation programs, and is performance-based. In combination with the broad based collaboration and commitment described in this application, the implementation strategy summarized above will enable California to work toward full implementation of its statewide One-Stop System.

Definitions of Specific One-Stop Career Center System Terms as Used in the California Grant Application

Labor Market Area

Defined by Labor Market Information, population, and commute patterns as required in JTPA legislation

Local Elected Official

Local elected official(s) (LEO) with general taxing authority, who acts as the fiscal agent and who appoints members of the One-Stop Board following the criteria established by the Governor

Local One-Stop Board

Members appointed by the LEO, a majority of private sector representatives, with stakeholder, state, federal and local employment, education, and training representatives

Local One-Stop System

Service delivery system administered by the One-Stop Board and the LEO in a One-Stop area; and included in the statewide California One-Stop Career Center System

One-Stop Area

Geographical area defined by the LEO and the mandatory partners that includes one or more labor market areas

One-Stop Center

A co-located physical site which offers core services, plus intensive services, at or through the Center

One-Stop Partnership

Mandatory and other partners who have agreed to implement a Local One-Stop System

Regional

Crossing geopolitical boundaries to encompass a larger area for the purpose of linking to economic development

Zone

Divisions created to distribute funds around the State

Evaluation Criteria Reference

CRITERION	PAGE(S) IN TEXT	PAGE(S) IN APPENDICES OR ATTACHMENTS
CRITERION 1: THE DESIGN OF THE ONE-STOP SYSTEM		
Universality (Section F.1.a)		
Whether the proposal clearly identifies the One-Stop System's customers and ensures services available to customers are comprehensive and accessible;	1-4, 13-14	
The basis for designating service delivery areas and how these service areas relate to the local labor market;	3-4, 17, 20	
The specific services provided by all One-Stops;	1, 2	
The extent to which services are provided directly to customers; and,	1, 2, 3, 5-6	
Whether the system design will likely result in the provision of quality services to all customers, i.e., individuals and employers.	2-3	
Customer Choice (Section F.1.b.)		
The extent to which customers will have choice in the location and method of access to information; and,	3, 4, 5, 6	
The extent to which services will enable customers to make an informed choice about employment and job training opportunities.	3, 4	
Integration (Section F.1.c.)		
Whether the local governing body includes agencies that represent a comprehensive array of State and Federal education, employment and training programs;	7	
The State governing body's role in strategic planning and oversight of programs and the One-Stop System;	6, 7	
The extent to which local officials participated in the design of the One-Stop System;	5, 7, 9	
Whether the local governing body includes community leaders and appropriate business representatives and represents a broad array of education employment and training programs;	7	
The range of Federal, State, and local education, unemployment, training and other programs included in the One-Stop System.	1, 2, 5, 6	
Performance-Driven, Outcome-Based (Section F.1.d.)		
Whether the plan proposes clear outcome measures;	8	
Whether the system proposed to measure performance is customer-focused and insures accountability for program performance, including such targeted funded programs as Veterans and Migrant and Seasonal Farmworkers.	8, 11	
CRITERION 2: READINESS FOR IMPLEMENTATION		
Governance (Section F.2.a.)		
The actions the State and or Locals have taken to build an infrastructure for the governance of the system of One-Stop Career Centers (e.g., legislation enabling the consolidation of employment and training activities, a State Human Resource Investment Council or its equivalent, or local boards to oversee restructured workforce investment activities);	6, 7, 9	Attachments 2, 3, 4, 5,
The local agreements among education, employment and training providers;	10, 14, 15	Attachments 2, 3, 4, 5,
Collaboration (Section F.2.b.)		
Whether the State and its local communities have jointly participated in the planning and development of the One-Stop Career Center System;	9, 10, 11	
Stakeholder Support (Section F.2.c.)		
The support the One-Stop System has from business, labor, education, community-based organizations, and customer organizations such as veteran organizations; and,	10,11	Attachments 7, 8

LMI & Automated System Support (Section F.2.d.)		
Will the State's labor market and career information system provide quality and accessible information to support the One-Stop System.	11-14	
CRITERION 3: THE IMPLEMENTATION PLAN		
Timelines (Section F.3.)		
Whether the detailed timeline in Year One and the goals and mileposts for Years Two and Three are appropriate to the tasks to be undertaken;	15-19, 21	Attachment 6
Local Implementation (Section F.3.a.)		
The number of sites (and representative population) which are ready to implement in the first year;	21	
Local Agreements (Section F.3.b.)		
The degree of participation in the development and implementation of the System by the local officials;	22, 23	
Staff Development And Training (Section F.3.c.)		
Whether staff development and training needs are fully considered;	23, 24	
LMI and Automated System support (Section F.3.d.)		
The extent to which the proposal takes advantage of technology, including whether planned activities will be fully utilized and expand the existing LMI system to support the One-Stop System;	3, 4, 12-14, 16-18, 21-24	
What planned improvements will be made to the labor market and career information system to further support the One-Stop System being proposed;	12-14, 16-18, 23, 24	
Whether the State plans enhancements to existing system will establish linkages among data bases and client records in order to provide for integrated intake, eligibility and case management/consolidated client record-keeping processes.	12-13, 16-17, 23	
Obstacles/Barriers (Section F.3.e.)		
The approach to identifying and overcoming barriers to implementation.	24-26	
Budget (Section F.4.a.)		
Existing levels and sources of financial commitment the State/Locals have invested in the One-Stop System and/or have committed to invest over the three-year implementation period;	26, 27	
Whether the proposed investment will leverage other resources to build a system which will accommodate future program integration.	26, 27, 28	

STATEMENT OF WORK/GRANT APPLICATION

1. DESIGN OF THE ONE-STOP CAREER CENTER SYSTEM

Over the past decade, California has made significant investments in and important progress toward developing One-Stop Career Centers (One-Stop) statewide, evidenced by the collection of partnerships at state and local levels and between the public and private sectors. These partnerships are documented later in this application. Our goal over the next four years is to convert this collection of partnerships into a One-Stop Career Center System. On October 31, 1994, California received a planning grant and undertook a broadly inclusive collaborative process, intended to generate the greatest amount of input from the widest array of individuals and organizations possible. The result was California's One-Stop Career Center System Vision, the document that captures the agreements and understandings struck during the collaborative planning process. The Vision was developed by the One-Stop Career Center System Task Force and adopted by the State Job Training Coordinating Council (SJTCC) on December 13, 1995, as the official blueprint for all future investments in the One-Stop System in California. The Vision was presented to the Department of Labor (DOL) in February 1996 as the first product of the planning process. The Vision defines a system that is integrated, comprehensive, customer focused, and performance-based. This implementation proposal describes how California will use a multi-faceted implementation strategy to build its One-Stop System: funding implementation of local One-Stop Systems, partnering with existing One-Stops at the local level to enhance their service delivery capacity, fostering development of new partnerships, and facilitating communication within the system through the construction of an electronic information infrastructure.

a. Universality
(1) Specific Basic Core Services Available through One-Stop Centers

Customers have been defined as *employers* and *job, education, and training seekers*. The *employers* group includes any employer or business that desires access to the information or services the One-Stop System will offer. Small business, medium-sized firms, large corporations, organized labor, industry groups, and the self-employed are all examples of the employer customers the System will serve. Employers' participation in the One-Stop System, both as customers and partners, is an essential element of linking local workforce preparation with economic development.

The *job, education, and training seekers* group includes any person who wants the information or services offered through the One-Stop System. Three categories of job, education, and training seekers have been identified. They are:
• Emerging workers, such as new entrants to the workforce, from the K-12 system through graduate school.
• Transitional workers, such as those currently unemployed, including both short-term/long-term unemployed, dislocated workers, out-of-school youth, and persons receiving public assistance.
• Current workers, such as those currently employed who want continuing retraining and life-long learning to remain competitive.

Core One-Stop services will be available to all One-Stop customers at or through One-Stop Career Centers. A primary goal of the California One-Stop Career Center System is to provide core services electronically in addition to providing services through staff assistance. The core services will be provided directly to customers both at Centers and through an Electronic One-Stop (EOS) system which provides for a high degree of self-service. The core services are described in the following chart.

CORE SERVICES FOR ALL JOB, EDUCATION AND TRAINING SEEKERS	
MANDATORY CORE SERVICES	**DEFINITION OF SERVICE**
Directory of services	Descriptive menu of services available at One-Stop Center and through the local One-Stop System.
Eligibility self-screening	System enabling applicants to determine whether they meet initial eligibility criteria for enrollment in a particular program.
Resource referral	Provision of information on how to access supportive services available in the local One-Stop area, e.g., housing, child care, transportation, welfare, financial planning, crisis intervention, independent living and rehabilitation services for persons with disabilities, or elder care.

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Job service/employment information	Help to customers in locating, applying for, and obtaining a job. This may include, but is not limited to, job-finding skills, resume writing assistance, work search plan assistance, job development, job referral and placement services, job clubs, job search workshops, and vocational exploration jobs and job referrals using job matching systems, including America's Job Bank (AJB), and America's Talent Bank (ATB). It also includes Unemployment Insurance (UI) profiling Initial Assistance Workshops (IAW).
Labor market information (LMI)	Provision of occupational wage and supply/demand information; identification of geographic and occupational areas of potential growth or decline; assessment of the effects of such growth or decline on individuals, industries, and communities; and individual career information.
Intake/assessment	A procedure for determining individual applicant's eligibility; making an initial determination whether a program can benefit the applicant; providing information about a program, its services and the availability of those services; and the employability needs of individuals as well as their progress toward achievement of redefined occupational goals.
Integrated services orientation	Provision of information to all potential customers concerning available career resources and LMI.
Initial screening and coordination for next level	Once enrolled, a method by which an applicant is made aware of other programs or services and receives appropriate assistance in being referred to the program or service.
Unemployment Insurance	Service that allows applicants to file their initial claims for Unemployment Insurance benefits.

CORE SERVICES FOR ALL EMPLOYERS	
MANDATORY CORE SERVICES	**DEFINITION OF SERVICE**
Directory of services	Descriptive menu of services available at the One-Stop Center and through the local One-Stop System.
Job applicant data bank	A service that will allow employers to fill job openings by accessing a "job bank," including America's Job Bank (AJB) and a "talent bank," including America's Talent Bank (ATB), which matches job seekers' skills and/or occupations to the employers' specifications. Related services include applicant recruitment and screening, applicant skills assessment, and customized job services.
Resource referral	Provision of information on how to access business assistance and incentives.
Labor market information	Occupational wage and supply/demand information; identification of geographic and occupational areas of potential growth or decline and assessment of the effects of such growth or decline on individuals, industries, and communities; and individual employer information.
Economic development	Information on basic incentives, e.g., tax credits, enterprise zones, or other incentives - as well as local planning and zoning commissions or boards, community development agencies, and other entities responsible for regulating, promoting, or assisting in local economic development.
Rapid response and plant closure assistance	The capability to respond rapidly, on-site, to permanent closures and substantial layoffs in order to assess the need for, and initiate appropriate services.

(2) Approach to Ensure that High Quality Information and Services are Universally Available

California is developing an electronic information infrastructure, which, combined with our capacity building efforts, the performance-based accountability (PBA) system, and a new private sector partnership initiative, will ensure delivery of the highest quality of information-based products and services.

The electronic information infrastructure, or the electronic One-Stop (EOS), will enable One-Stop customers to receive direct and comprehensive integrated services and current labor market information, regardless of their point of entry to the System. Whether the customer walks into a One-Stop Career Center, an affiliate access point, or accesses the One-Stop System via electronic medium, the customer will be able to access information about various education, employment, training, and other human services programs available in the local area and perform a variety of self-services including assessment, etc. Using information from the National Alliance of Business' (NAB) One-Stop employer surveys and the employer focus groups conducted in California (discussed later in this application), core services for employers are those wanted by the business community. The EOS is being designed for access through the Internet, which will therefore allow the widest access to information by employers.

California's capacity building system will provide the necessary training and technical assistance to management and front-line staff of local One-Stop Centers. Training will include the attainment of core competencies as well as training about both specific programs and populations. The result will be a reduction in variance of service among One-Stop Centers to ensure consistent, high levels of information and services to all customers. These efforts also will ensure that One-Stop Center staff are sensitive to the needs of individuals from diverse populations.

California is developing a performance management system that is outcome-based, making service providers accountable for participant outcomes. California's performance measures, which are described later in this section (1.d.(1) and (2)), are being established as part of the effort to develop "report cards" for all employment and job training providers. California will also be developing access measures to ensure that Centers have provided universal access to all customers.

Funds will be set aside at both the State and local level for a new private sector partnership initiative. Local One-Stop Systems will incorporate a broad array of education, training, and supportive services. The implementation grant will support development of partnerships with foundations, businesses, industry associations, and community-based organizations. These partnerships will increase access to the One-Stop System through collaborative marketing, networking, and other methods of outreach. Private sector money will be sought to fund activities that assist in developing particular features for all One-Stop Centers. In addition, one or two strategic alliances will be developed with software and/or hardware companies to further develop the electronic infrastructure.

(3) Customized Services Available to Customers through One-Stop System

California's One-Stop System design is customer-focused. Local One-Stop Centers are responsible for determining the mix of customized services they offer above and beyond the required core services for both employers and job, education, and training seekers. Customized services can include more intensive direct education, employment, and training services, such as transportation, individual and family counseling, temporary shelter, and so forth. One-Stop planners will develop local One-Stop services by determining local needs and local resources. Any services beyond core services for job, education, and training seekers will encompass direct education, employment, and training services.

The Task Force has included education entities as key partners to ensure their perspective on how to create the nexus between classroom training and One-Stop Centers. Automated linkages will be developed for employers to the Employment Development Department's (EDD) tax program; ED>Net, the California Community College Economic Development Network which provides information and service access to business, industry, and agencies throughout the state using a toll-free number to link specific requests to appropriate local resources; Trade and Commerce Agency; and other information and services employers need. These services will be provided based on an assessment of customer need, eligibility for programs, and the availability of local resources.

b. Customers' Choice in How to Get Information, Services, Education, Training

One-Stop customers will have a wide range of choice as to where and how they can access services, and a high degree of self-determination as to which services and providers they choose as well as the degree of staff assistance they require. Each customer will first be given, either electronically or in person, a directory of services and, if appropriate, an orientation to all of the services provided at or through the One-Stop Center. This will immediately allow the customer to understand the range of available resources. The EOS is being developed to allow access "anywhere, anytime." This will ensure that customers have choice within a labor market area. The ways in which customer choice will be provided are described below.

(1) Geographic Area within which Choice is Provided

For selection of local One-Stop Systems, the State has been divided into ten One-Stop Investment Zones. These zones reflect labor markets and industry cluster groupings and are described in Section 3 (Implementation Plan). At the end of the three year grant period, there will be at least one fully operational local One-Stop System in each One-Stop Investment Zone. Each local system will have multiple centers and/or access points. When California's One-Stop System is fully implemented in year four, the entire state will be covered.

Although initial local One-Stop Systems will be selected using a competitive process, the State, at the same time, is developing an EOS, and will be providing technical assistance, and capacity building, for existing and new One-Stop Partnerships throughout the state. These efforts and activities will ensure that One-Stop partnerships not selected for initial funding will have access to new tools and services. This will also allow customers to access information from all over the state electronically whether or not they reside in an area selected in the first one or two years.

(2) Alternative Access to Information for Customers in Underserved Areas

To minimize the effects of geographic remoteness, lack of transportation, or scheduling conflicts, the State will purchase hardware and software in the first year for installation where needed throughout the state, to ensure that the statewide electronic infrastructure is accessible. In the environment of shrinking resources and growing demand, the EOS will provide better service to more people with fewer staff. Self-directed service, through electronic access, is one of the strategies by which this will be accomplished. California is particularly concerned about ensuring that systems are usable by our diverse customer base, particularly where staff are unavailable in remote areas. We will continue to work with San Diego State University to incorporate principles of usability into our system as described in Section 3 (Implementation Plan).

Core services will also be available through computers and kiosks at access sites such as public libraries, schools, community-based organizations, and county welfare offices. The EOS eventually will allow access to all of the core services by means of personal computer at home, the office, or in a variety of public locations. California has already begun to build this infrastructure. For example, the North Central Counties Consortium has developed the use of the kiosk to augment its outreach program, providing individuals with easy access to various employment, job training and support services that are available locally. These information centers are user-friendly and allow individuals to request appropriate services. To ensure access for employers, both State and local One-Stop staff will work with Small Business Development Centers, business incubators, California's Enterprise Zone program, and other business-oriented service providers. This will allow access to the EOS for small businesses who may not have their own Internet connections.

(3) Customers' Access to Information on Quality of Education and Training

Information about education and training programs/courses will be made available to One-Stop customers so that consumers can make informed choices among service providers. During the first year, California will implement an Internet-based Consumer Report System (CRS), designed to integrate the State Training Inventory, which includes descriptive information about all education and job training providers; Occupational Guides, which give direction to job, education, and training seekers about the duties and responsibilities of specific occupations for which they may be interested in pursuing training; detailed employer information; and labor market information (LMI), including supply/demand factors for local industries and occupations. Information about performance outcomes and customer satisfaction will also be made available in the CRS. California conducted six focus groups throughout the State, with Veterans, migrant and seasonal farmworkers, employers and other potential One-Stop System participants, to ensure that the system we design or adapt will help customers make informed choices. In developing the Consumer Report System, California has consulted with the Texas State Occupational Information Coordinating Committee (SOICC) and reviewed and provided comments on the CRS prototype developed by the SOICC on behalf of the multi-state CRS consortium. California has also reviewed the Texas Career Alternatives Resource Evaluation System (Texas C.A.R.E.S.), produced by the Texas SOICC, and is evaluating both of these systems for adaptation and use in California.

In 1995, the California Legislature passed Senate Bill (SB) 645, which requires the SJTCC to develop an education and job training report card system to report the performance outcomes of the workforce preparation system. This report card system will be implemented in phases over the next five years, beginning with the first report cards in 1997, and expanding the system incrementally to full implementation by 2001. In 1997, the data from the report card system will supplement descriptive information about education and job training providers with outcome data on individual courses of study offered by these providers. The report card data will, in the first year, include outcomes from programs funded through the Job Training Partnership Act (JTPA) Title IIA, Wagner-Peyser, Vocational/Technical Education, Adult Education, Employment Training Panel (ETP), California's state training fund, and Greater Avenues for Independence (California's JOBS).

(4) Proposed Financial/Budgetary Reward for Operators/Vendors Providing More Attractive Customer Services

Request for Proposals (RFP) for implementation will be structured to favor proposals that present both regional strategies (crossing existing geopolitical boundaries to serve one or more labor markets) and those which demonstrate the fullest array of services. This approach will reward operators who provide the broadest array of services.

Performance data (described in Section 1.d.1.) will be collected starting in 1997, and will provide information about which vendors and service providers are the most effective. In the first year, California will study and learn from other states' strategies for rewarding One-Stop operators and vendors who produce successful results and how the successful strategies can be adapted to apply to California's One-Stop System.

c. Integration

(1) Integration of Federal, State, and Local Education, Unemployment, Training Programs and Providers

The initial step in integrating the current array of publicly-funded employment, education, and training programs and providers is effective collaboration among them. California has invested significant time and resources in such collaboration during its One-Stop planning phase. Attachment 9 in the Appendix lists the many documents, work products, and papers developed in California over the last several years. This list illustrates the depth and breadth of California's commitment to a restructuring of the workforce development system. Through collaboration, California has reached the first plateau of integration, which is commitment, mutual understanding, and common goals.

All of California's key local and State stakeholders in workforce preparation joined with customers to develop the Vision. That document, endorsed by all collaborative participants, provides the broad policy framework within which true integration of programs, services, and providers can evolve. The Vision, and the collaborative process that produced it, represent an approach to system building much broader than required, and establish the foundation upon which, in the absence of program consolidation, California can effectively address remaining barriers to integration.

(2) How Programs Will Be Integrated In Each Service Delivery Area

The following chart illustrates which programs will be included in California's One-Stop System. The first set of six programs will be mandated; all other service providers will be encouraged to bring their programs into the One-Stop System.

LEVELS OF PROGRAM INTEGRATION

	Programs	Service Provider	Levels of Integration
Mandated Programs	Job Service	Employment Development Department (EDD)	Services accessible at all One-Stops either through co-location or electronic access
	JTPA Adult and Youth	Service Delivery Areas (SDA) administrative entity or Community-Based Organizations (CBO), or contracted service providers	Services accessible at all One-Stops either through co-location or electronic access
	JTPA Dislocated Worker	SDA administrative entity or CBOs	Services accessible at all One-Stops either through co-location or electronic access
	Senior Community Service Employment	Area Agencies on Aging, Direct DOL grantees	Services accessible at all One-Stops either through co-location or electronic access
	Unemployment Insurance	EDD	Services accessible at all One-Stops either through co-location or electronic access
	Veterans Employment Service	EDD Local Veterans Employment Representative/Disabled Veterans Outreach Program (LVER/DVOP)	Services accessible at all One-Stops either through co-location or electronic access
Optional Programs	Greater Avenues for Independence (GAIN)	County Welfare Departments (CWD) and/or contractor	Joint planning required; some degree of co-location
	Adult Education	Secondary (High School) Districts	Joint planning required; some degree of co-location
	Vocational Rehabilitation	Department of Rehabilitation and/or contractor	Joint planning required; some degree of co-location
	Employment Training Program	Employment Training Panel	Accessible through One-Stop Career Centers

	Migrant and Seasonal Farmworkers JTPA 402 Program	Direct DOL Grantees, CBOs	Accessible through One-Stops
	Training and Work Programs	California Conservation Corps	Accessible through One-Stops
	Vocational Education, Secondary Schools	High Schools or Regional Occupational Program	Accessible through One-Stops
	Native American Programs JTPA 401 Program	Direct DOL Grantees, CBOs	Accessible through One-Stops
	Job Corps	Job Corps Centers	Accessible through One-Stops
	Apprenticeship Training	Joint Apprenticeship Council	Accessible through One-Stops
	Disabled Students Programs and Services	106 California Community Colleges	Accessible through One-Stops
	Cal Grant Awards	Local Education Agencies	Information available at One-Stops
	Food Stamp Employment and Training	CWDs	Accessible through One-Stops
	Vocational/Technical Education, Postsecondary Schools	106 California Community Colleges	Accessible through One-Stops
	Extended Opportunity Program and Services	106 California Community Colleges	Accessible through One-Stops
	Refugee Assistance	CWDs, Refugee Services Agencies, CBOs	Information available at One-Stops
	Youth Employment	California Youth Authority	Information available at One-Stops

All programs and services available through the One-Stop System will provide veterans a rich array of services in order to give them every opportunity for assistance in reaching their career goals. The Job Service will continue to observe the referral order of priority of qualified applicants to job openings and training opportunities.

RFP selection criteria for implementation funding will favor proposals that integrate the most partners.

(3) Local Flexibility in Designing and Integrating Programs and Services

California's Vision represents a general policy framework and conceptual construction for a statewide One-Stop Career Center System. The Vision answers the question of "what" the system will be. The Vision, however, provides a significant level of responsibility and flexibility to the local level.

Local communities, for instance, will be responsible for forming One-Stop partnerships, designing their program and service mix, determining the type and number of access points, establishing their local governance, assessing their priorities for service, engaging their private sector, and strategically planning their systems, all following agreed-upon guidelines. Local plans will reflect the workforce preparation needs of local and regional industries and employers, as well as meeting the education and training needs of the local population. The local One-Stop areas will have the flexibility, then, to adequately answer the question of "how" their system will proceed in satisfying both local and statewide goals.

(4) State and Local Coordination of Programs and Services, Including Membership, Planning, Oversight and Other Functions and Responsibilities for One-Stop System

State Level One-Stop Authority and Responsibility. In accordance with the federal JTPA and two related State statutes,[1] the SJTCC is formally designated as the Governor's advisory body for California's workforce preparation system and is charged with providing a broad-based public forum for discussion of workforce preparation issues and policies. State statute has expanded the role of the SJTCC to include the following:
- Promoting integration of workforce preparation programs at the state level.
- Enhancing cooperation between government and the private sector in meeting California employers' needs for well-trained workers and California workers' needs for good jobs.

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[1] The Family Economic Security Act (FESA) and State Senate Bill 1417.

The membership of the SJTCC is proportionally structured: 30 percent of the members represent business and industry, 30 percent represent state and local interests, 30 percent represent organized labor and community-based organizations, and 10 percent represent the general public.

The SJTCC has many of the same responsibilities as Human Resources Investment Councils (HRIC) have in other states. The Governor has expanded the responsibilities of the SJTCC to include, among other things:
• Identifying strategies to link workforce preparation efforts with economic development.
• Increasing capacity of providers of workforce preparation programs and services.
• Reviewing and commenting on plans of all State agencies engaged in provision of employment and training and related education services.

The SJTCC established the One-Stop Career Center System Task Force, which includes both state and local representatives of One-Stop stakeholder and customer groups, as the body to design and implement California's One-Stop System. The One-Stop Task Force has 24 members, three of which (including the Task Force Chair) also serve on the SJTCC. The One-Stop Task Force includes private sector members representing the business community; organized labor; State and local entities representing the primary providers of employment, training and education programs and services (including all DOL-mandated One-Stop partners); and various other system stakeholders. The duties and responsibilities of the One-Stop Task Force are to:
• Recommend policy for statewide implementation of the One-Stop Career Center System.
• Recommend approval of local One-Stop plans.
• Recommend award of One-Stop implementation funds.
• Recommend certification of One-Stop Boards.
• Oversee One-Stop implementation, and evaluate implementation progress.
• Provide leadership, coordination and information dissemination for the One-Stop System.
• Provide the forum for further One-Stop initiatives.
• Recommend benchmarks for evaluating One-Stop performance.
• Evaluate performance and recommend incentives and sanctions where appropriate.
• Evaluate recommendations from the EOS Steering Committee.

The members of the SJTCC and the One-Stop Task Force are shown on the inside cover. In addition, the SJTCC has a formal relationship and joint membership with the School-to-Career Task Force, which is responsible for designing and implementing a School-to-Career System in California. This arrangement will ensure statewide coordination between planning, policy development and, as appropriate, integration of the Governor's One-Stop System and School-to-Career initiatives.

As described in the Vision, the Governor will have the overall responsibility for, and final authority over, the statewide One-Stop System, including facilitating collaboration between the One-Stop partners at both the State and local levels. The State and local partners are committed to an ongoing collaborative process that facilitates recommendations for improvements to the System to the SJTCC and the Governor.

Local One-Stop Authority and Responsibility. Once a partnership at the local level has committed to establishing a local One-Stop System, a One-Stop Board will be appointed. Local Elected Officials (LEO) who have taxing authority will appoint members to the Local One-Stop Boards. The majority of members will represent the private sector. These will include key business and community leaders and representatives of industry associations. The Governor, through a collaborative process, will develop minimum Board membership criteria. At a minimum, key stakeholders at the local level will be included as members. This will include the full array of state, federal, and local education and employment and training programs.

In partnership with the chief LEO, the One-Stop Board is responsible for the entire local One-Stop System. The Board may establish and oversee any number of One-Stop Centers within the local One-Stop System. Administrative structures of individual One-Stop Centers will be developed by the One-Stop Partnership.
Minimum elements of the Board's responsibilities include:
• *Planning.* The One-Stop Board shall periodically develop a plan that meets federal and State One-Stop requirements. The local plan must demonstrate a linkage among local elected officials, educational entities, the state employment agency, training providers, and local and regional economic development plans.
• *Fiscal responsibility and liability.* The LEO, as a full partner with the Local One-Stop Board, ultimately has the full responsibility and liability for the local One-Stop System. First levels of fiscal responsibility and liability rest with the One-Stop Center managers and Local One-Stop Boards.
• *Oversight of the Centers.* The One-Stop Board shall oversee the fiscal and program operations of Centers. Oversight responsibilities would include setting local process measures and standards for the purpose of ensuring continuous improvement.

- *Policy-making.* In concert with federal and State requirements, the One-Stop Board shall establish workforce preparation policies for the local area including setting service priorities and identifying target populations.
- *Certification.* The One-Stop Board shall certify, through the appropriate means, the local One-Stop Centers.
- *Ongoing oversight.* The State will develop a continuous improvement process for assessing performance measurement systems. The One-Stop Board will interact with the State's continuous improvement process to reduce the service variances among Centers and constantly improve the entire State system.

(5) How Program and Governance Integration Improves Delivery of Employment and Training Services

California's One-Stop System is being structured so that the necessary accommodations to categorical program constraints are transparent to customers. Access to the System should be easy and without bureaucratic constraints for all One-Stop customers. For employers, there will be, for the first time, one place to go in the community to access information and services, at both State and local levels, to support business needs. Customer feedback will be used to determine how effective services are and whether or not they appear integrated to the customers.

Seamless, smooth, and non-bureaucratic service delivery will be achieved by pursuing integration strategies related to the common services the system will provide. Integration strategies will include:
- Cross-training of all staff in the One-Stop System.
- Shared case management among Center partners.
- Shared job development.
- Common intake/assessment processes throughout the System.
- Locally standardized information.
- Shared administration among partners.

d. Performance-Driven Outcome-Based Measures

(1) Specific Performance Outcomes for Customers to be Achieved by the One-Stop System

California's One-Stop Career Center System will have a performance accountability component based on measurable outcomes for customers. The performance outcomes measures for One-Stop are being developed in concert with those being developed for the SB 645 report card system. Outcome measures for the One-Stop System will include:
- *Employment Outcomes*: placement, placement related to training, earnings, and employment retention.
- *Learning Outcomes*: achievement levels, degrees, credentials and certificates.
- *Cost Effectiveness*: a measure or measures for statewide return on investment that considers reduced public expenditures for social programs.
- *Access:* the extent to which diverse populations are able to access and receive service from various programs in the local service area, in relation to their percentage distribution in the local population.
- *Customer Satisfaction:* the extent to which the System's customers are satisfied with the services they received and to what extent their objectives have been met.

In addition, work will be done in the first year of the grant to develop other measures specific to One-Stop.

(2) Proposed Measures to Assess Performance of One-Stop Career Centers and to Determine Whether Outcomes were Achieved and Consequences for Failing to Meet Them

In addition to the measures being developed for SB 645, which will be used to measure the effectiveness of local One-Stop Centers, a third party evaluation will be conducted each year, focusing on process and implementation issues. Continuous improvement is fundamental to the performance accountability system. Local Centers will be required to have mechanisms in place to continuously refine and improve services in response to both customer feedback and changing local conditions. Customer satisfaction and other outcome measures will provide information on service provider and Center performance that can be used to identify where Centers and service providers are successful and, conversely, where technical assistance should be directed for those that are less successful.

Cost and service effectiveness: The System will have a mechanism to compare cost and service effectiveness, e.g., reduced public expenditures or return on public investments across programs. The mechanism will facilitate continuous quality improvement and productivity gains over time, accompanied by lowered costs when possible. When applying cost effectiveness measures to Centers, special adjustments will be made for those serving high-barrier, high-cost populations.

Access measures: These measures reflect the extent to which diverse populations, individuals with barriers to employment, and employers are able to gain access to and receive service from various programs in their local One-Stop area, with respect to their percentage distribution in the local population.

California will be developing a program of incentives and sanctions during the three-year implementation period. Incentives and sanctions will not be applied to service providers during the first two years, when benchmark performance data will be collected.

(3) Other Measures to Ensure Accountability, Integrity, High Performance

As described above, the State will commission a third party contractor to conduct an evaluation of the effectiveness of the One-Stop System in California. The State is committed to working with DOL and other implementation states in this area. In addition, we are committed to applying the information and products developed by the DOL-sponsored Workforce Development Performance Measures Initiative. Although not selected as a member of the Initiative's policy committee, we hope to participate as a member of one of the four work groups.

2.   READINESS FOR IMPLEMENTATION

a. Governance

State Level Governance. The SJTCC and the One-Stop Career Center System Task Force, which include state and local, public and private sector members, are the respective state level advisory bodies for workforce preparation issues and policies in general and One-Stop Career Center System in particular. The membership, roles, responsibilities and authorities are described in the previous section (Integration). The collaborative process by which the Vision was arrived at is an important principle of both the SJTCC and the One-Stop Task Force. This collaborative approach will continue throughout the implementation to provide a dynamic forum for stakeholder participation.

Local Level Governance. One-Stop Centers are not a legally mandated delivery mechanism for employment and job training services in California.[2] We have re-engineered a number of systems to align with the Vision for One-Stop, however, and work is underway in many communities to transform their current service delivery structures into One-Stops. Therefore, there are no current structural changes in local governance. When we receive the implementation grant, we will implement the local governance structure described in Section 1 (Design).

b. Collaboration

State and local officials have both been well represented in the development of the One-Stop System. Six State agencies under the Governor's direction are represented by directors or their designees on the Task Force.[3] Each department also has a member who represents their respective local service delivery systems, e.g., county welfare departments and area agencies on aging, to ensure that a local-level perspective is prominent.

The State's major public education and technical training systems are also represented on the Task Force by the California Department of Education and the Chancellor's Office of the California Community Colleges. The California Association for Local Economic Development represents local governments' and local economic development interests. In addition, two local JTPA administrators representing the State's SDAs, and other local officials representing community college districts, a California State University campus, county offices of education and regional occupational programs, were also appointed to the Task Force. By design, each One-Stop Task Force member is responsible for representing the points of view of their statewide constituents, e.g., local affiliate agencies and special needs client populations. Other methods employed for ensuring collaboration in the planning process included:

Seven technical Work Teams of subject experts from State and local partners were established to ensure collaboration in addressing the numerous policy issues which had to be resolved in order to develop the One-Stop Vision, and eventually implement an effective One-Stop System for California. The seven policy areas are service delivery, capacity building, electronic infrastructure, administration, governance, performance indicators, and communications/marketing. The Work Team members included representatives from community-based organizations, local economic development officials, the California Employer Advisory

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[2] State legislation has recently been introduced which would mandate a One-Stop System in California, the programs that must be provided, and the partners who shall be included. The outcome of this legislation is unknown at this time.
[3] The State agencies are the Trade and Commerce Agency, the Employment Development Department, the Department of Rehabilitation, the Department of Social Services, the Department of Aging, and the Department of Industrial Relations.

Council and others from the employer community, and DOL national contractors including veterans organizations, farmworker associations, and Title V Older American's Act providers.

A statewide Review Group was established to provide representation for wide range of stakeholders not directly represented on the Task Force. Entities in this group include professional associations and representatives of various constituencies expected to be affected by the One-Stop System. The Review Group provided valuable comments, advice, and critique throughout the One-Stop planning and development process.

To solicit public comment on the development and design of the One-Stop System, thirteen public hearings were held throughout the State both early in the One-Stop planning process, and after a first draft of the One-Stop Vision was prepared. Among individuals providing testimony at these hearings were county and city officials, private industry council (PIC) chairs, trustees from local community college districts, and local school board members. Specific recommendations and the overall perspective of State, regional and local officials, were also actively sought from groups representing public officials including the County Supervisors Association of California, the League of California Cities, and regional Councils of Government. The body of testimony from these hearings was considered and incorporated into the Vision as deemed appropriate by the Work Teams and the Task Force, and is available for review.

In summary, the partnership activities described above represent an inclusive and open process, which resulted in the development of a common, statewide Vision for California's One-Stop Career Center System. California's One-Stop Career Center System Vision serves as an agreed-upon covenant which documents and formalizes the consensus understandings of the State and local One-Stop System partners as reaffirmed in their letters of support for this application.

There are currently many diverse local workforce preparation partnerships, co-location agreements, and almost 100 self-named "One-Stops" at various stages of development. Numerous agreements exist among local education, employment, and training entities. Samples agreements from several co-locations and career centers are presented in the Appendix as Attachments 2 and 3.

Since the current partnerships were rapidly developing and dynamically evolving at the local level at the same time the statewide One-Stop planning effort was underway, the agreements now in place do not necessarily mirror all aspects of the approved Vision for California's One-Stop Career Center System. Formalized local agreements for One-Stop service delivery and programmatic activities which provide evidence of state and local collaboration include:
- Memorandum of Understanding (MOU): Attachment 2 summarizes examples of several MOUs for local career center implementation efforts. These MOUs have been executed between JTPA SDA, EDD JS/UI offices, and various other One-Stop partners for the purpose of formalizing mutual understandings on a wide range of topics.
- Coordinated Services Strategies Agreements: In accord with coordination provisions of JTPA and the Governor's Coordination and Special Services Plan (GCSSP), a total of 57 agreements have been executed between the local JTPA SDA and EDD JS/UI offices. These agreements which, taken together, involve all of California's 52 JTPA SDAs and EDD's statewide network of 127 JS offices, describe various partnership arrangements including One-Stop partnerships, where appropriate.
- Unemployment Insurance (UI) Profiling and Reemployment Services Agreements: California has implemented automated UI profiling. Information regarding the availability of reemployment and training services for those UI claimants determined to be at-risk of long-term unemployment, is provided in Initial Assistance Workshops (IAW), conducted jointly by UI, JS, and SDA staff. From the IAW, claimants are referred to the JS for labor exchange services and/or other providers (often through One-Stop Centers) for more intensive employability services if needed. Local arrangements for the joint IAWs and referral process are described in 150 executed MOUs, inclusive of all EDD JS/UI field offices and the 52 SDAs.
- California Cooperative Occupational Information System (CCOIS) agreements: Agreements executed between EDD and each local CCOIS "lead" partner (typically an SDA), formalize the CCOIS partnerships to produce high quality, localized LMI. Together, these partnerships provide a statewide LMI system in support of One-Stop Career Center Systems, and other consumers of LMI products and services.
- Agreements between EDD and other State/local agencies: EDD has financial and non-financial agreements with a wide variety of agencies which have relevance to the One-Stop System. These include agreements for employment services for students at Community College Career Centers, Greater Avenues for Independence (California's JOBS program) participants, local School-to-Career programs, and parolees from the California Department of Corrections and California Youth Authority.

As part of California's implementation strategy, we will develop a common framework for State/local agreement for One-Stop.

c. Stakeholder Support

As described in Section 2 (Collaboration), a broad array of State and local One-Stop stakeholders are engaged in California's State level One-Stop System planning process. Additionally, at the local level, many communities have held community meetings to engage all their stakeholders on how best to design local One-Stop Systems to meet their needs. One-Stop staff were asked to

participate in a majority of these meetings throughout the state to provide the State perspective. Examples of how each of the key stakeholder groups was engaged in developing California's One-Stop Vision are summarized below.

Employers: Employer views on One-Stop services they would like to receive, and how they would like to obtain them, were secured through a series of employer customer focus groups. These focus groups were sponsored by the SJTCC Business and Labor Committee; California State University as part of a study sponsored by the One-Stop Task Force on Electronic One-Stop services; and the One-Stop staff in relation to work underway on the Consumer Reports System as part of the One-Stop implementation.

Business Representatives: The One-Stop Task Force and staff have involved various business organizations including the California Chamber of Commerce, the California Manufacturers Association, the California Business Roundtable, the Industry-Education Council of California, and the California Employer Advisory Council in the development of the One-Stop Vision. This has been done by soliciting their needs as primary One-Stop customers through meeting with relevant human resource personnel, speaking at conferences, meeting with their local affiliates and individual employers, and securing employer participation on the One-Stop Task Force and Work Teams. Small businesses have been engaged through groups such as the California Small Business Association and local chambers of commerce.

In addition, National Alliance of Business (NAB), with funding from DOL, conducted a national survey of employers to determine what services employers most wanted and how they would like to see these services delivered, e.g., in person or electronically. NAB's Western Regional Office analyzed the survey results from California employers and presented these results to the One-Stop Task Force. The views of the employers on electronic access were especially useful, and will be of value to the Electronic One-Stop Steering Committee.

Labor: Labor organizations have been actively engaged in the One-Stop planning process in a variety of ways. As noted earlier, organized labor is represented on the One-Stop Task Force. Labor representatives also served on various Work Teams. Workshops and discussions on One-Stop at two annual conferences sponsored by the AFL/CIO Human Resources Development Institute (most recently in May 1996), provided a valuable opportunity to solicit labor's views and secure the support of a number of key union spokespersons. The California Apprenticeship Council's (CAC) Staff Assistant serves on the Task Force, and provided ongoing updates to the CAC during the planning process.

Job, Education, and Training Seekers: California used information collected through DOL-sponsored focus groups as a first step in describing system problems and solutions. The Task Force conducted two series of public meetings during the One-Stop planning period in order to solicit the opinions of the customers the system was being designed to serve. To supplement the input received through the public hearing process, the Task Force also sponsored focus groups during the design of two system components: the EOS and the CRS.

Education: State and local educators served on the One-Stop Task Force and on all seven One-Stop Work Teams. Staff discussed One-Stop at many meetings of the California State Council on Vocational Education (SCOVE). A large number of spokespersons from local education agencies testified and provided written comments at the One-Stop public hearings held throughout the State. One-Stop staff informed representatives from over a dozen career development organizations at the statewide California Career Conference as well as members of the California Community College Association for Occupational Education and Regional Occupational Program (ROP) administrators at their respective annual conferences. The current president of the California Association of Regional Occupational Centers and Programs is a member of the Task Force.

One-Stop staff also participated on the Career Counseling Advisory Committee (CCAC) for the Chancellor's Office of the Community Colleges. The CCAC prepared an employer guide to career centers operational in over 70 community colleges, some of which serve as the One-Stop focal-point for their communities.

Community-Based Organizations (CBO) and Other Target Population Advocates: CBOs have been actively engaged in a number of ways. The Chair of the One-Stop Task Force is the Chief Executive Officer of Proteus Training and Employment, Inc., a DOL national grantee for services to migrant and seasonal farmworkers (MSFW). Representatives of various other CBOs, e.g., Center for Employment and Training, served on One-Stop work teams or provided testimony regarding the needs of their constituents at the One-Stop public forums. Ongoing liaison has been maintained with La Cooperativa Campesina de California, the statewide association of national DOL MSFW grantees, and with the Northern California Indian Development Council, Inc. and the California Indian Manpower Consortium, Inc., the State's two largest providers of employment and training services for Native Americans. Other efforts to engage advocates for One-Stop customers with special needs include maintaining ongoing liaison with the California Department of Community Services and Development, which articulates the needs and interests of the community action agencies that serve low-income clients; Homebase, an advocacy group for homeless persons; the California Economic Development

Association, an association of grass-root community development groups; the California Task Force for the Employment of Older Workers; and the Department of Rehabilitation for individuals with disabilities.

Local Government: Local government has been involved in One-Stop System design in several ways. One-Stop staff participated in numerous conferences and meetings to describe planning efforts. SDA staff and PIC members briefed local officials in an ongoing process.

A letter from Service Employees International Union (SEIU) is attached to the grant application transmittal letter as requested.

d. LMI and Automated System Support

California's Labor Market Information (LMI) program is well positioned to support a system of One-Stop Career Centers. California has quality LMI programs, information, and broad customer access. A rich array of data is available both through bulletin boards and the Internet. In addition, California has long established partnerships at the state and local level which strengthen the LMI system. At the local level, EDD's Labor Market Information Division (LMID) has facilitated a state-local partnership for ten years with local service delivery areas or other appropriate local partners to collect occupational, wage, skill, training and benefit information about selected occupations from local employers for the purposes of supporting local workforce preparation decisions. This partnership produces the CCOIS data base and publications. To our knowledge, California has the most complete set of data about local occupations in the nation. The California Occupational Information Coordinating Committee (COICC) brings together California's workforce preparation community to discuss career and other occupational policy issues. This year, the chief of California's LMI program is the Chairperson of the COICC. LMID has also been providing data for the ERISS career decision system, which EDD has made available to all SDAs and EDD offices in the state. In addition, other private career information decision systems are available to workforce preparation entities as well, and make use of these same California LMI.

The State is also well positioned to link together existing data, data bases, and client record-keeping systems. Data bases owned by EDD include:

- The California Base Wage File (the unemployment insurance wage system), which is being currently used to match Community College students' social security numbers against wage and earning data for program follow-up and program improvement. This file will also be used in the SB 645 report card.
- The Single Client Data Base, which contains records of all UI claimants, Disability Insurance claimants, and Job Service registrants. This data base, and the related data bases for each program, will be used to establish links between UI profiling and labor exchange functions.
- The JOBS system, an Internet labor exchange system which will work in concert with AJB to provide Internet access to job orders. This system is currently being piloted to evaluate its potential to replace EDD's current Job Match system.
- The Job Training Automation System, which is the statewide system for JTPA and standardized program information reporting. This system has been designed to allow future integration of new features or with other systems.
- The Tax Accounting System, which contains employer tax records. This data base could be used to interface with AJB and provide an automated mechanism to verify employer status.
- The CCOIS data base, which contains occupational skills, wages, and other local occupational information.

(1) An Organization Chart for the Labor Market Information Division (LMID)

This chart, which is in the Appendix as Attachment 1, shows that LMID has six operational groups, and an administration unit. Three of the operational groups collect data for the Bureau of Labor Statistics programs (CES and LAUS in the Current Economic Statistics Group; ES-202 and MLS in the Employment and Payroll Group; and OES and Alien Labor Certification wage research in the Occupational Survey Group). The CCOIS group manages the state-local partnership. Area Services Group provides local economic and labor market support through a network of 34 outstationed staff, housed in 26 locations throughout the state. Information Services Group responds to public requests for labor market information, including data or publications via telephone, mail, fax, fax modem, bulletin board system and Internet site. In addition, Information Services Group prepares state and substate industry and occupational projections of employment, analyzes occupational information and publishes occupational research including occupational guides, information on emerging occupations, occupational skills and occupational wages.

(2) Agency Staffing Levels--245 PYs

ACTIVITY	STAFFING LEVEL
LMI Services to Customers	41
Labor Market Analysis and Publications	34
Administrative Reports	Included in other line items

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ACTIVITY	STAFFING LEVEL
Labor Statistics Reports	113
Reports Validation	Included in other line items
Special LMI Projects (CCOIS)	25
ADP support	5 (in-house support of WAN)
Other LMI Related Activities (OES, Alien Labor Certification wages)	34

(3) Principal Fund Sources (Fiscal Year 1995-6)--20 Fund Sources

$/PY	SOURCE
$5.8M (80.5 PY)	BLS
$3.1M (42.2 PY)	ETA
$5.5M (40 PY)	Special Funding for CCOIS program
(82.3 PY)	Various departmental and administrative fund sources, service contracts, etc.

(4) Summary of Major LMI Data Bases, Products and Services and Their Beneficiaries

California's LMID is currently working with its information technology professionals and the National Occupational Information Coordinating Commission to analyze and implement a relational data base for California, using the ORACLE version of the OLMID data base as the core of this data base. The One-Stop LMI grant submitted under separate cover will include resources to support the analysis and implementation of OLMID for California. In the interim, the following describes the state of California's LMI data bases, as well as listing other LMI products and services. Other developmental efforts currently underway include California's participation in an O*NET demonstration project; development of an Internet system which provides direct links between occupational, training and job information for customers; other Internet applications and GIS applications to assist One-Stop customers in understanding and using LMI to make informed choices.

The schedule for work related to development and enhancement of systems is included in the overall implementation schedule. California has taken action or plans adoption of ALMIS:
- AJB: EDD is applying for a DOL grant to provide Internet access to America's Job Bank for all jobseekers. Access will be through computer terminals in EDD Job Service field offices and One-Stop Centers. Assistance with the computer and Internet access will be available at all sites. The grants will be awarded in September 1996, with equipment procurement and installation in the following quarter.
- Talent Bank: Grant funds will be set aside in Year One for installation in the first implementation sites, statewide implementation by Year Two.
- OLMID: See Section 2.d above.
- O*Net: California received pilot funds to install O*Net in California with a focus on data collection in the multi-media industry. The timeline for this demonstration project is July 1, 1996, through December 30, 1997.
- Employer Data Base: California LMI staff is participating in the national review of commercial employer data bases. Our local area analysts are identifying issues for assuring ease of customer access to these data in our One-Stop offices. As soon as this product is available, California will make it available statewide.
- Emerging Occupations: Collaborating with Texas SOICC to share research.
- Mutual Workforce Issues: Have explored possible collaborations with bordering states, such as Oregon and Nevada, to share LMI for such mutual workforce issues as commuting workforce.
- Local occupational projections: California currently prepares county level occupational projections. We are working with customers and research professionals to validate our projections and improve our processes. We hope to consult with the Projections Consortium as we do this project.
- Occupational Wages: Between the CCOIS data base of local OES wages, an automated data base of DOT-based wages in support of the Alien Labor Certification program, and the expansion of the OES survey during 1996-7, California has extensive local occupational wage information available to customers.
- Report Card: California worked with Florida to develop an early student evaluation system for the California Community Colleges, using UI wage records. California is now expanding this concept to a broad consumer report card for all workforce preparation entities. Both Florida and Texas have shared their program information freely in our development process.
- New Jersey Partnership: California is a partner with the New Jersey Department of Labor (NJDOL) and several other states to develop a set of multimedia occupational videos to aid One-Stop customers in career decision making. California will focus on

occupations in the emerging multimedia industry, in conjunction with SkillsNet, a consortium of California multimedia firms. The NJDOL is the recipient of a $400,000 DOL ALMIS grant to coordinate this activity.

TITLE AND DESCRIPTION	MAJOR CUSTOMERS*	METHOD OF CONVEYANCE AND ACCESS**
LMI On-Line--contains virtually all current (and many historical) LMI data elements and text files of publications, occupational guides, etc.	1, 2, 3, 4, 5	Modem (Wildcat software, windows-like access)
CALMIS--LMI Internet home page available to the public 7/96--contains all of the above	1, 2, 3, 4, 5	Internet server
CCOIS data base--local occupational information collected by CCOIS surveys	1, 2, 3, 4, 5	SQL data base currently accessible to LMI staff and local partners
State Training Inventory--Lists training providers in the state by local area, course of study, etc. Prepared under contract to COICC, the California SOICC	1, 2, 3, 5	Available on both Macintosh and Windows diskettes***
California Occupational Guides Profiles--brief diskette-based version of 300 occupational guides including local wages and projections	1, 2	Available on both Macintosh and Windows diskettes***
Projections and Planning Information reports--including annual planning information, employment and labor force projections, occupational wages, non-discrimination tables, referral to other LMI resources etc. Available for California and each county and MSA	1, 2, 3, 4, 5	Modular print reports updated as new data is released. Customers may select one or all modules, based upon need.
California Occupational Guides--Information sheets on approximately 350 occupations including skills needed, outlook, wages etc.	1, 2	Printed reports***
California Occupational Guide Wage Supplement-- Local occupational wage and supply/demand information	1, 2, 3, 5	Printed reports***
Digest of Licensed Occupations--lists occupations licensed by the State of California, along with licensing fees, requirements, and name and address of licensing authority	1, 2	Printed report
Emerging Occupations in California--a series of reports focusing on emerging occupations in California	1, 2, 4	Printed reports***
Important Job Skills for California's Top Fifty Occupations--skills data for the fastest and largest growth occupations	1, 2, 3, 4, 5	Printed reports
In Search of Skills Standards for 2000 and Beyond--analysis of skills definitions and assessment tools	1, 2, 3, 4, 5	Printed report
Many other reports available	1, 2, 3, 4, 5	Printed report

* Major customers: 1) Workforce preparation entities
                            2) Job, education and training seekers
                            3) Employers, economic developers
                            4) Research community (universities, consultants, etc.)
                            5) Planners
** BBS and Internet are available free of charge. Printed and diskette-based products available for a nominal charge. Copies are provided free to One-Stop Centers and depository libraries.
*** Also available electronically through world wide web.

e. Status of One-Stop Efforts

Over the past decade, numerous collaborative partnerships have been forged among various education, employment, and training entities at the local level which, together, have created a strong framework for California's One-Stop System. The Governor has committed JTPA Title III 40 percent funds (for reemployment services to dislocated workers and long-term unemployed persons) to encourage and enable locally-based partnerships to combine efforts and deliver a range of programs and services in a one-stop environment. The generally successful experience to date with one-stop service delivery, typically through co-location of several partners combined with referral of clients in need of specialized help, has served to build the consensus of support for a statewide but locally-tailored One-Stop System in California.

To gain a more complete picture of the many developing "one-stop" partnerships currently in existence, a statewide survey was conducted in May 1996 of the local service delivery area administrators. The results of this survey indicated that a total of 92 local career centers or co-located partnerships were operational in California at the time of the survey. As expected, these local centers/systems were found to be at various stages of development. What was apparent, however, was the existence of a broad-based commitment, to the extent possible within categorical constraints, to align resources and to locally integrate programs and services in a common delivery system.

The results of this survey clearly highlight the extensive collaboration which presently exists as a basis for California's One-Stop System. By definition, all 92 centers identified included JTPA SDA staff. Significantly, 92 One-Stop Centers include other co-located partners as follows:
- 95 percent (87) EDD Job Service staff
- 57 percent (54) County Welfare Department GAIN staff
- 51 percent (49) Community Colleges' vocational/technical programs/participation
- 21 percent (20) economic development agencies

For illustration purposes, the matrix "Examples of Workforce Preparation Partnerships," included in the Appendix as Attachments 4 and 5, displays the array of partners involved in approximately one-half of the 92 developing "one-stops" identified in the survey. In addition to the various partners noted above, this matrix shows significant staff resource commitments from the California Department of Rehabilitation, Area Agencies on Aging who locally operate Senior Community Service Employment programs, and high school and community college adult and vocational education programs and Regional Occupational Programs operated by local community colleges and high school districts.

In addition to co-location arrangements, virtually all of the local centers identified in this survey reported additional collaborative linkages, electronically in many instances, with the other State and local partners identified by the matrix categories as well as individual employers, employer associations, unions, community-based organizations, and a wide range of human service agencies which provide support services to Center customers. In general, a gradual but steady evolution is underway to move from just co-location of partners at a single location, to actual integration of services and information. The implementation grant will assist the State in changing evolution into structured system building.

Because there is no presumptive deliverer of service for One-Stop, many entities have lead roles in different parts of the state. For example, the One-Stop survey also identified a number of instances where Career Development and Placement Centers operated by California's 106 local community colleges served as primary locations for local One-Stop Systems. Many communities have linked efforts to assess, train, and place community college students to the local communities' One-Stop centers/systems in a variety of ways.

California earmarked an additional $15 million of PY 1996-97 JTPA Title III 40 percent discretionary funds to strengthen the local collaboration efforts already underway, and to expand the One-Stop concept to parts of the state not already served. These funds are being made available as a transitional funding source to facilitate local collaborative One-Stop partnerships and building of the statewide One-Stop System. Specifically, this set-aside has two key purposes: (1) to be the impetus to encourage local areas "on the path" as well as those "almost there" to undertake strategies that support the One-Stop System, and (2) to provide start-up, "seed" moneys to SDAs who are considering a One-Stop Center/System where none presently exists. In order to compete for these funds, SDAs must demonstrate that all of the key components of the One-Stop Vision will be in place within a year of funding.

California also has various other key "assets" that strengthen State and local readiness to implement the One-Stop System. These include:
- The DOL-funded Local Learning Laboratory at the Napa County Training and Employment Center which has provided valuable technical assistance to California's One-Stop planning effort, and is currently prototyping various service approaches and electronic information systems which will have broader applications to California's One-Stop System.
- The NOVA Private Industry Council, nationally recognized for its state of the art One-Stop System, which recently received a DOL system-building project grant to develop a fee-for-service system approach designed to better serve employer customers while generating income that can be used to enhance One-Stop services.
- The California One-Stop Home Page on the Internet World Wide Web which is being continually expanded and improved to provide a central source of information and on-line technical assistance to foster collaboration and information sharing throughout the State's evolving One-Stop System and a variety of other collaborative workforce preparation efforts.

The level of funds which California has already committed to current One-Stop efforts is shown in Section 4 (Administration).

3. IMPLEMENTATION PLAN

Implementation Plan Summary

Funds will be requested in the Implementation Grant to undertake projects which will be critical to accelerating the implementation of the One-Stop System in California. A summary of these projects and activities for which funds will be requested are described below.

Statewide System Building

(1) Manage State-level Implementation

Staff will continue to support the work of the One-Stop Task Force, maintain overall coordination of various State-level partners and other organizational entities involved with One-Stop, perform outreach and technical assistance to One-Stop Areas, perform administrative functions related to State-local One-Stop technology pilots and implementation sites, and administer the One-Stop implementation grant.

(2) Capacity Building

A) Continue work on core One-Stop staff competencies. Develop/adapt necessary curriculum to enable statewide training via traditional methods, multimedia-based distance learning, expert consultants, and other means. Conduct training sessions within the first year for One-Stop front-line staff and LMI staff.

B) Disseminate information on "best practices." Develop improved information dissemination tools among California, DOL, other states, and California One-Stops.

C) Usability/customer access project. Implement the second phase of the Principles for One-Stop Information and Training (POSIT) with San Diego State University which will develop principles for usable EOS services. This will assist One-Stop customers and staff to self-access and use on-line information and services.

(3) Performance-Based Accountability (PBA)

A) Continue development of the PBA system for One-Stop. In addition to the work that has been done for SB 645, specific measures for the One-Stop Centers will be more fully developed. Work will be done on assessing customer satisfaction, perhaps by contracting with a national contractor who is doing work for other states and DOL in this area.

B) Implement the Consumer Reports System (CRS). Implementation funding will be used to expand the CRS pilot system statewide.

(4) Develop Partnerships with the Private Sector

Work will continue with business and industry associations, foundations, and other private sector entities to increase employer and community-based organizations' access to One-Stop services through marketing, networking, and outreach. Private sector money would be sought to support activities not easily funded through public funds. Strategic alliances with software and/or hardware companies will be sought to further develop the electronic infrastructure.

(5) Electronic One-Stop (EOS)

California's strategy for implementing a One-Stop electronic infrastructure will address *oversight* of the automation efforts, increased *automation capacity* at both the State and local levels, and the use of successful *technology pilots* to test systems prior to statewide implementation. To address these three areas, California will use a strategy very similar to DOL's strategy for the implementation of the ALMIS initiative, e.g., a stakeholder workgroup to address technical standards, funding of state consortiums formed to address specific business needs, pilots focusing on specific application development efforts, and funding set aside to increase connectivity and infrastructure. Specifically, the State will:

A) Manage California's statewide electronic infrastructure. California has established an Electronic One-Stop (EOS) Steering Committee. The EOS Steering Committee is composed of representatives from State and local agencies and reports to the One-Stop Task Force. The purpose of the EOS Steering Committee is to provide direction, planning, coordination, and oversight of the building of the electronic infrastructure to support California's One-Stop Career Center System. This committee's activities will work in concert with the activities of the DOL's One-Stop Technical Standards Committee. To provide the kind of oversight needed to build the electronic infrastructure and to ensure compatibility with national efforts, California will be requesting funds to provide staff and contractor support necessary to complete this committee's various objectives such as resolving the data security and confidentiality issues, determining enhancements to existing MIS and accounting systems, and developing project plans for implementing initiatives.

B) Increase EOS capacity of Local One-Stops. This activity will include:

- Increasing Internet access for One-Stop Centers/Systems.
- Hardware for delivering information and services, e.g., servers where needed.

a. Local Implementation

The One-Stop Career Center System Task Force has divided the state into ten One-Stop Investment Zones. Each Zone reflects a local labor market (or aggregation of local labor markets) and is constructed based on economic analysis done for the California's Economic Strategy Panel.[4] These Zones, with minor adjustments, are the same as the School-to-Career areas in California.
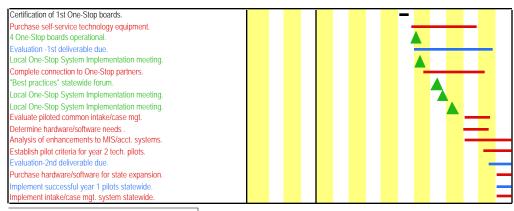
- **Zone 1**   This region is dominated by the lumber industries.
- **Zone 2**   Agriculture and lumber industries are major factors within this region.
- **Zone 3**   Government and agricultural related industries are the most significant industries in this region, which consists of Sacramento Metropolitan Statistical Area and adjoining counties.
- **Zone 4**   The Bay Area region has 23 percent of California employment and 20 percent of California population. The counties within this region have very strong commute patterns. Northern counties have high concentration of agriculture (wineries). Southern and Eastern counties are dominated by manufacturing related industries. San Francisco is the financial center of the Pacific Rim and tourist oriented.
- **Zone 5**   Central San Joaquin region is driven by the agricultural related industries, such as farming, food processing, trucking and wholesale.
- **Zone 6**   This coastal region has the high concentration of agricultural and tourism industries due to climate and its physical locations.
- **Zone 7**   Southern San Joaquin region is dominated by agricultural related industries.
- **Zone 8**   The Los Angeles region is the largest region in California with 30 percent of California employment and 29 percent of its population. Services are the leading growth sector in Los Angeles region. The economy in this region is dominated by a diversified manufacturing sector. Los Angeles entertainment industries lead not only California but the world. Tourism industry (eating and drinking places, hotels and other lodgings, and amusement and recreation) is a driving force in this region.
- **Zone 9**   The Inland Empire is dominated by trade and services industries. It has a strong manufacturing sector. The commute patterns tie this region together.
- **Zone 10** This region is the third largest in the State. It has 17 percent of both population and employment of California. Manufacturing, trade and services are the dominating sectors in this region. High tech industries influence the manufacturing sector. Tourism dominates trade and service industries.

Following is a detailed chart for the first year of the grant; detailed charts for the second and third years are in the Appendix as Attachment 6.

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[4] The Economic Strategy Panel was charged by California Assembly Bill 761 to develop an ongoing strategy to develop coherent economic development policies and plans for California.

Designated Tasks	1996				1997												
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Task Force meeting		▲														
Hire staff to begin November 1.																
Select contractor for security issues.																
Develop technology pilot RFP evaluation criteria.																
Complete technical standards for EOS.																
"Best practices" system operational.																
Implement LMI systems.																
Complete evaluation of intake/case mgt. systems																
Select specified One-Stop measures.																
Development & release of RFP for evaluation.																
Select one-Stop competency curricula.																
Complete EOS prototype initiatives.																
Develop draft Local One-Stop System Implementation RFP criteria.																
Determine hardware/software needs for state system.																
Regional outreach-Local elected officials.																
Connect partner agencies to state/national systems.																
Issue RFP for Technology Pilots.																
Contractor/security issues deliverable and complete.																
Technology Pilots RFP applications due.																
Local One-Stop System Implementation RFP criteria comments period.																
Local One-Stop System Implementation RFP completion & release.																
Determine information sharing linkages.																
Bidders' conference - implement sites.						▲										
Develop & submit Local One-Stop System Impl. RFP applications.																
Select Technology Pilot proposals.																
Determine self-service technology needs.																
"Best practices" statewide forum.						▲										
Complete Local One-Stop System Implementation interviews.																
Review year 1 Local One-Stop System Implementation applications.																
Select year 1 Local One-Stop System Implementation applications.							▲									
Implement technology pilots.																
Connection to selected One-Stop centers.																
Connect One-Stop centers to state/national systems.																
Purchase hardware/software for state systems.																
Implement intake/case mgt. system pilot.																
Task Force meeting.								▲								
RPF-Evaluation applications due.																
Contract negotiations & site implementation.																
Implement product system for EOS initiatives.																
Pilot One-Stop curricula in Local One-Stop System areas.																
Complete CRS training & install system.																
Deliver class 1 curricula statewide.																
Implement information sharing linkages.																
"Best practices" statewide forum.									▲							
Select Evaluation contractor.																

Legend:
- ▬▬ Local One-Stop System Implementation tasks
- ▲ ▲ Milestones
- ▬▬ LMI related tasks
- ▬▬ Other tasks

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Certification of 1st One-Stop boards.

Purchase self-service technology equipment.

4 One-Stop boards operational.

Evaluation -1st deliverable due.

Local One-Stop System Implementation meeting.

Complete connection to One-Stop partners.

"Best practices" statewide forum.

Local One-Stop System Implementation meeting.

Local One-Stop System Implementation meeting.

Evaluate piloted common intake/case mgt.

Determine hardware/software needs .

Analysis of enhancements to MIS/acct. systems.

Establish pilot criteria for year 2 tech. pilots.

Evaluation-2nd deliverable due.

Purchase hardware/software for state expansion.

Implement successful year 1 pilots statewide.

Implement intake/case mgt. system statewide.

	Local One-Stop System Implementation tasks
▲ ▲	Milestones
	LMI related tasks
	Other tasks

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California One-Stop Career Center System Investment Zones

Zone	Population	Percent of State
1	293,950	1.0
2	467,250	1.4
3	1,871,040	5.8
4	6,439,000	20.0
5	1,993,950	6.2
6	1,069,430	3.3
7	2,179,450	6.8
8	9,369,800	29.2
9	3,000,550	9.3
10	5,454,700	17.0

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	Geographic areas designated as One-Stop Areas	Implementation Timetable
YEAR ONE:		
At least 4 sites selected through RFP process.	Local One-Stop System 1 selected from One-Stop Investment Zones 1-5	Selected March 31, 1997 Operational July 1, 1997
	Local One-Stop System 2 selected from One-Stop Investment Zones 1-5	Selected March 31, 1997 Operational July 1, 1997
Funds will also be made available for local One-Stop System building and technical assistance for partnerships not selected for implementation.	Local One-Stop System 3 selected from One-Stop Investment Zones 6-10	Selected March 31, 1997 Operational July 1, 1997
Approximately 20 percent-40 percent of population covered.	Local One-Stop System 4 selected from One-Stop Investment Zones 6-10	Selected March 31, 1997 Operational July 1, 1997
YEAR TWO:		
At least 4 sites selected through RFP process.	Local One-Stop System 5 selected from One-Stop Investment Zones 1-5	Selected March 31, 1998 Operational July 1, 1998
	Local One-Stop System 6 selected from One-Stop Investment Zones 1-5	Selected March 31, 1998 Operational July 1, 1998
Funds will also be made available for local One-Stop System building and technical assistance for partnerships not selected for implementation.	Local One-Stop System 7 selected from One-Stop Investment Zones 6-10	Selected March 31, 1998 Operational July 1, 1998
Approximately 50 percent-65 percent of population covered.	Local One-Stop System 8 selected from One-Stop Investment Zones 6-10	Selected March 31, 1998 Operational July 1, 1998
YEAR THREE:		
Sites selected through RFP process.	Local One-Stop System 9 selected from One-Stop Investment Zones 1-5	Selected March 31, 1999 Operational July 1, 1999
	Local One-Stop System 10 selected from One-Stop Investment Zones 6-10	Selected March 31, 1999 Operational July 1, 1999
Funds will also be made available for local One-Stop System building and technical assistance for partnerships not selected for implementation. Approximately 75 percent-90 percent of population covered.	Additional Systems [number to be determined] selected from One-Stop Investment Zones 1-10	Selected March 31, 1999 Operational July 1, 1999
YEAR FOUR:		
Complete State implementation. 100 percent population covered.	Additional Systems from One-Stop Investment Zones 1-10 operational	Selected March 31, 2000 Operational July 1, 2000

(1) The Process to be Used to Determine One-Stop Operators

From October 1996, through December 1996, the One-Stop Task Force will, through an inclusive collaborative process, develop criteria which will be used in a competitive Request for Proposal (RFP) process. At least one One-Stop Partnership will be selected in each of the ten One-Stop Investment Zones during the grant period: at least four at the local level in the first year, at least four in the second year, and as many as possible, depending on funding levels, in the third year. The fourth year (not funded by the grant) will complete implementation.[5] The first Partnerships will be selected taking into consideration even distribution of One-Stops

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[5] Our assumption is that by year four, sufficient investment will be made so that bringing the system to full implementation will not require additional resources.

throughout California. Criteria will, at a minimum, include such factors as: demonstration of current adherence to the California One-Stop Vision; readiness to deliver core and intensive services; inclusion of <u>all</u> relevant workforce development partners (including all DOL-funded partners); and demonstrated support of local elected officials. The most competitive partnerships will include the greatest array of services, the greatest number of partners, regional approaches to service delivery, and demonstration of readiness.

In March 1997, selection of Partnerships will be made by the Governor, who will review recommendations made by the One-Stop Task Force and the SJTCC. Each local Partnership will be required to establish a One-Stop Board (as described in Section 1.c.4., Integration) by July 1, 1997. Using start-up funds from the grant, a substantial amount of incentive funds will be set aside for each Zone to encourage establishment of One-Stop Areas which are broader than current geopolitical boundaries such as SDAs, community college districts, counties (in rural parts of the state), and cities (in urban areas with more than one SDA). One-Stop operators will be selected by the One-Stop Board.

(2) The Flexibility Service Areas will have in Developing One-Stop Systems and in Determining Appropriate Governance Structures

In the same manner that DOL has given states a broad policy framework, but left the detailed design of the system to each state, California has developed a specific statewide policy framework within which each One-Stop Board may design their own process for delivering services. One-Stop Centers will be required to adhere to the principles of integration, performance-based, customer focus, and comprehensive; and the design of the One-Stop System as outlined in the Vision, including the establishment of a One-Stop Board.

Within this context, however, local Partnerships may vary in many ways. It may be that in one part of the state, a JTPA-funded entity will function as the lead agency; in another part of the state, it may be the Job Service or a community college. In rural central California, the state would expect to see substantial partnerships with Migrant and Seasonal Farmworker programs and programs for Southeast Asian refugees, while in large urban high poverty areas, it will be critical to demonstrate linkages with county welfare departments and community-based organizations working with high-risk youth. In areas of the state with well established labor union training programs, and/or formal apprenticeship programs, organized labor will play an even larger role. A truly customer-focused system should reflect tremendous variation across the state.

(3) How State-Local Operating Agreements will be Developed

Once partnerships have been selected, State-local operating agreements will be developed in April 1997, through a negotiation process. Specifications for State-local operating agreements will be included in the RFP and the agreements will be formalized by written contract. A process for certification of One-Stop Boards will be developed, after consulting with Social Policy Research, a company currently contracting with DOL on national evaluation of the first One-Stop implementation states, and other states which have established these processes.

(4) How Local Centers/Systems will be Linked into a Statewide System of Information Sharing and Governance

The statewide governance system will include:
- The Governor has the overall responsibility for, and final authority over, the One-Stop System consistent with existing authority over funding and policy. The Governor sets the criteria for appointment of members to local One-Stop Boards. The Governor will establish a process for certifying local One-Stop Boards.
- The One-Stop Task Force which will make policy recommendations to the Governor, provide oversight and direction to the local sites, as well as receive regular status reports.
- A specific process for issue resolution - both local/local and local/State - will be established.
- Results of One-Stop evaluation (first deliverable due in November 1997) will be made available statewide.

Local systems will be linked into a statewide system of information sharing in the first year:
- By the end of January 1997, an Internet-based system of "best practices," which will include access to DOL and other states, will be established.
- Each quarter, the state will sponsor a forum on "best practices" in different parts of the state.
- An Internet-based dialogue and training program covering the principles of usability of information systems will be established through a continuation of the contract with San Diego State University.
- Starting in July 1997, monthly meetings will be held for local Partnerships funded for implementation to provide technical assistance, information sharing and problem resolution.

- California's One-Stop Home Page is a resource for One-Stop customers. It will provide links to education and job training providers, job boards, economic development, and LMI Internet sites. It will also link to the CRS described above. Internet accessibility is less expensive for educational and job training entities and is easily updated by administrative entities.

b. Local Agreements

As stated in 3 (a)(3) above, written agreements between the State and One-Stop Boards will be required prior to implementation. They will include such items as: services to be provided; labor market area to be served; economic development linkages and how performance-based accountability and continuous improvement will be implemented. Local elected officials must sign these agreements. In the event that a local area reflects a city or a consortium of cities, the review and comment of the county board of supervisors will be required. In addition, the state will require a public comment period with the stipulation that specific entities must have had an opportunity to enter into, or decline entering into, the local partnership, and an opportunity to comment on the plan. These would include at a minimum such entities as: the local community college(s), local board(s) of education, CBOs which work in employment and training, county welfare department(s), and Department of Rehabilitation offices.

c. LMI and System Support Development

1. Enhancements to the Quality and Methods of Delivery of Labor Market and Career Information

To address the business needs of California's One-Stop Career Center System, California will use the strategy adopted by DOL to address national application needs. California's strategy will be consistent with the national direction, e.g., Internet, self service, structured query language (SQL) compliant data base management systems, use of DOL ALMIS commissioned products, and use of ALMIS state consortium products as appropriate for the needs of California. In addition, California will utilize a portion of the funds to develop systems which will be usable by other states in support of the One-Stop Career Center services. These new initiative efforts may include such systems as:
- An on-demand training catalog linked with ALMIS products.
- Establishing a link between filing of initial claim and providing potential candidates to employers.
- Enhancing the UI Profiling System with linkages to job matching and talent bank systems.

The EOS Steering Committee will provide oversight to funded technology pilots. Similar to DOL's strategy of authorizing ALMIS state consortium efforts, the EOS Steering Committee will invest funds in local pilots efforts that have implications for statewide usability. The EOS Steering Committee will develop criteria, determine the pilot selection process, and provide oversight of pilots. Consideration will also be given to those pilot efforts which will utilize public, private and foundation funding sources. Potential pilot focuses in California may be:
- Use of emerging technologies, e.g., interactive TV, teleconferencing.
- Use of technologies within local areas with statewide implications, e.g., video servers with career video segments integrated in LMI and ES systems, intranet within local area providing staff assisted automation systems.
- Use of technologies providing services to individuals with special needs, e.g., self service kiosks for individuals with disabilities, developing multi-media systems displaying labor market information for individuals with low literacy levels.

2. Systems to Provide Automated Common Intake, Eligibility Determination, Case Management, and Integrated Client Record Keeping Processes, as Applicable

California will, in the first year of the grant, fully investigate the products developed by other states and by vendors, to determine the most cost-effective and useful products for our One-Stop System. Decisions on which to purchase, adapt and/or develop will be made with the advice of the EOS Steering Committee within the first year, and will be installed for use by One-Stop Partnerships selected for funding. Milestones for research, development, and purchase of these systems are included in the detailed implementation plan.

3. Enhancements to Automated Reporting and Cost Accounting Systems

It is the intent of California to enhance existing systems. These enhancements will be primarily focused on MIS systems for performance accountability, accounting systems for fund accountability, and incorporating One-Stop performance data with the SB 645 reporting system (Consumer Report System). Milestones for this activity are included in the detailed implementation plan.

d. Staff Development and Training

California has taken a structured approach to staff development and capacity building for the One-Stop System, by starting with the development of a system of core competencies. Once this is complete, we will ensure that a needs assessment of State and local staff

is done by appropriate levels of management to determine specific training needs. The challenge in California is the vast geography and large numbers of staff involved in One-Stop. We are therefore interested in exploring distance learning tools and usability principles to facilitate broader access to training. Several concurrent initiatives are underway and/or planned to increase capacity at the state and local levels, as described below.

- **LMI**: California's first focus was to build the capacity of its LMI and service delivery professionals. Seventy LMI professionals, job service and job training partnership program trainers, and COICC partners have attended the LMI Institute training program presented on site in California during FY 1995-6. One additional session will be held in the fall of 1996. Staff is using this training to develop LMI training for One-Stop front-line staff, and during 1996-7 will develop and deliver training for trainers to assist front-line staff to use LMI to assist the One-Stop Career Center customers.

- **Staff Core Competencies**: The One-Stop Task Force commissioned a work team last year to make recommendations on a group of core competencies for One-Stop System staff. This Team is comprised of state and local experts from education and the employment and training community. Currently, the Team is identifying existing curricula for our core competencies, and/or recommending development of curricula if none exist. This effort has been enhanced by the national capacity building efforts; experts from DOL and other states (Missouri and Illinois) have contributed greatly to our work. By March 1997, curricula will be purchased or developed; a needs assessment will be conducted; training will be conducted in a pilot phase (April 1997); and by the end of May 1997, the first statewide training will be delivered.

- **National Initiatives**: As described above, California has taken advantage of the work being done in other states, and has invited staff from Missouri and Illinois to work on staff competencies and capacity building; Texas to talk about their CRS system and performance-based accountability; Oregon to adapt work done on competencies for LMI; Florida to help in design of performance measurement data collection; New Jersey to look at automated Career Information Decision Systems integrated with ALMIS; Illinois to learn about performance-based accountability and continuous improvement; Maryland to learn about customer satisfaction; and DOL staff to provide updates on national initiatives.

- **Coordination with Regional Technical Assistance Team Funding/JTPA Funds/DOL**: The One-Stop staff has worked closely over the last year in leveraging both regional and state funds set aside for capacity building and technical assistance. Region IX convened a workgroup to collaborate on a funding strategy for the Region. The result is an allocation of funds which complements both the One-Stop Planning grant efforts, and JTPA capacity building. The JTPD has provided training on several topics, including Local Level Collaboration and Partnership, Case Management and Financial Management. The JTPD held a total of 32 training sessions during the last Program Year attended by approximately 550 customers. Seven of these classes were provided on Local Level Collaboration and Partnerships, attended by approximately 140 management or administrative staff, including EDD Field Office managers, County Welfare Directors and Service Delivery Area Administrators. Over the next two months, eight more training sessions are scheduled for Local Level Collaboration and Partnership that will be hosted by individual SDAs and involve all of the local employment and training partners within each respective community. In addition, JTPD facilitated several workshops for ETA consultants to provide training in the areas of Customer Satisfaction and Simply Better! (a quality-based management program). As a result, Simply Better! has been adopted at a few selected sites within California. We recently committed to a partnership with DOL in funding the DOL-sponsored Continuous Improvement Academy which teaches the Simply Better! principles. This commitment will bring together One-Stop Systems' front-line staff for three days training (probably in December 1996), with a three-day follow-up six weeks later, after allowing an opportunity to apply the principles at the local level. The follow-up session allows the staff to share and compare experiences. These sessions will be videotaped and used for the purpose of training the trainers throughout system implementation.

e. Obstacles/Barriers to Implementation

Issue: California's Population Diversity

Cultural/Literacy. The One-Stop System must address the challenges of California's diverse and growing population. For example, job, education, and training seekers proficiency in use of computer technology and in English as a Second Language varies greatly. The California statistics from the 1992 National Adult Literacy Survey indicate that over 30 percent of Californians are foreign-born and 25 percent are of Latino origin. The results of the survey indicated that 59 percent of California residents at the lowest literacy level are foreign born. This combination of a diverse cultural population and the low literacy levels is being looked at in the context of universal access.

Disability. Literacy is not the only consideration for universal access. California is home to approximately three million individuals with disabilities. Individuals with disabilities have special needs and face barriers to employment. The unemployment rate for this population is 66 percent. The needs of this population will have to be addressed to ensure that California's One-Stop System will be accessible to this customer group.

Solution: Easy access by One-Stop customers to an extensive array of information-based products and services is a key design feature which is vital to the success of California's One-Stop System. California's One-Stop Vision anticipates an EOS of enhanced and expanded labor market information and other "information-rich" products which enable all customers to make informed choices

and receive high quality, value added information and services. As one of their contract deliverables, San Diego State University, Center for Learning, Instruction, and Performance Technologies, is posing and testing the project Principles for One-Stop Information & Training II (POSIT II). A major portion of this project is to find practical solutions to issues related to usability needs of the EOS such as expectations, and accessibility barriers of diverse One-Stop customers in a cross-disciplinary perspective. A focus on such issues is essential. Unless the electronic infrastructure provides end-users with quality, value-added information they can easily view, process, understand, and effectively use, it will not meet the needs of California's diverse population.

The Department of Rehabilitation has representation on the One-Stop Task Force to ensure that the special needs of California's disabled population are met. Additionally, the California Governor's Committee for Employment of Disabled Persons (GCEDP) was involved in the collaborative planning and development process. The GCEDP plans to continue involvement during the implementation phase and will serve in an advisory role to the Task Force as needed.

Issue: Definition of Information vs. Services. Senate Bill 733, passed in 1993, requires all State and local agencies that provide employment and training services, or private organizations that contract with these agencies to provide such services, to verify individual's legal status or authorization to work prior to providing services. This particularly affects the One-Stop System because it emphasizes self-help and electronic access to both information and services. California must develop a system which can, in an electronic environment, verify eligibility for services without making the system unfriendly to all users. It will be necessary to define what is information and what is a service in a One-Stop environment. This distinction will also be critical as it relates to performance-based accountability. In implementing SB 645, data on individuals will be reported by service providers, who will define service levels.

Solution: California would like to work with other states and the DOL to see how this issue is being addressed elsewhere. It might be feasible to direct some of these policy issues to the Workforce Development Performance Measures Initiative for consideration.

Issue: Complexity of Information Technology. Currently, there are many different data bases being used by various employment, education and training service providers throughout the state. These will need to be linked together and a front-end application designed that will allow information from one system to be shared with another system, so that whoever accesses that data can receive what is needed. For example, the Department of Social Services Greater Avenues for Independence (GAIN) Program does not have a statewide data base. Therefore, it is currently required to negotiate with separate county welfare departments to collect performance data for SB 645.

Other states have developed computer applications that appear to meet our business needs, but which may not be technically feasible for California because of volume considerations.

Surprisingly, another issue for California is that, in at least one remote rural area, Internet connectivity has not yet been established. Public testimony revealed that one northern county does not have the data lines necessary to access Internet, and to do so requires a long distance call. Apparently, substantial interest in the Internet has not been voiced in this community, so phone companies are not willing to make the investment at this time.

Solution: In cases where state-administered programs have autonomous data bases, they may be linked by county. In coordination with the DOL and the national level Technical Standards Committee, California is currently addressing the issue of how to use computer applications developed in other states. With technology advancing at such a rapid rate, the issue of Internet access in rural areas should be considered short-term. California is committed to resolving these issues and plans to invest funds to ensure universal access is achieved.

Issue: Categorical Programs/Administrative Barriers. Because of separate funding streams and accompanying mandates for how those funds are spent, job, education, and training agencies have found it difficult to coordinate their services. The Job Training Partnership Act currently has standards based on employment outcomes, while various other agencies have their own unique and different standards. In the absence of anticipated workforce development block grants, this is still a major barrier which could make One-Stop implementation challenging at best, and true integration virtually impossible.

Solution: Implementation of Senate Bill 645, which mandates service provider report cards and requires programs to work towards the same outcomes, will play a major role in aligning administrative practices.

The Sacramento Employment and Training Agency (SETA) has applied to serve as a pilot for the DOL's Cost Allocation Technical Assistance Guide (TAG). DOL has made it clear that TAG pilot sites will receive certain administrative waivers for the term of the pilot. If the SETA successfully pilots the TAG, it might be a viable option for other California collaboratives. The State will

continue to identify and evaluate alternative and innovative methods to determine each program's share of the total costs incurred to achieve program results in integrated service delivery systems.

In addition, California has entered into preliminary and exploratory discussions with the DOL in regards to pursuing an initiative similar to "The Oregon Option." This would allow waivers of federal statute to better integrate local programs.

4. **ADMINISTRATION**

California is requesting funding at the maximum level of $8 million per year for a total grant request of $24 million. The State's implementation funding request is presented by year and line item on the SF 424 in Part I of the application. A detailed cost analysis at the aggregate line item level for first year funding requested as part of this application is included in Part I, therefore, that information is not repeated here. This section presents an implementation project or activity expenditure view of the State's request and overall four year One-Stop capital investment strategy.

a. Implementation Costs/Resources

The current budget projection for future One-Stop implementation over a four-year period is $64,680,012. This total consists of $40,680,012 already committed by the State and its local partners (see Table 1A) combined with $24,000,000 in requested grant funding (see Table 1B) to fund One-Stop System building. These funds will build on the nearly $87,000,000 previously invested in One-Stop System development. These resources will be used to leverage additional funding from foundation and other private sector sources to support California's One-Stop implementation efforts.

1. State/Local Resource Commitments

Table 1A illustrates the significant resources already committed by the state and its local partners to develop California's One-Stop System. It is important to note that although significant contributions have been made, the funds used to develop One-Stop partnerships to date are categorical and focused for specific use. Grant money will bring immeasurable flexibility for investing in real system change, and this type of money is not currently available from any other source.

Table 1A: State & Local Resources Committed To One-Stop System Building

Resource Description	FY's 94-95 & 95-96	FY 96-97	FY 97-98	FY 98-99	FY 99-00	Total
Local Area Federal Funding	$33,354,084†	$235,480	*	*	*	$33,589,564
Local Area In-Kind	3,822,168†	581,128	*	*	*	4,403,296
State UI funding - Electronic One-Stop Study	371,069	0	0	0	0	371,069
Local JTPA One-Stop Grants	32,281,239	24,008,309	*	*	*	56,289,548
State LMI Funding	1,724,994	2,452,798	*	*	*	4,177,792
State JTPA Capacity Building & TA		100,000	*	*	*	100,000
State Wagner-Peyser	2,486,128	2,768,580	$1,100,000	$1,100,000	$1,100,000	8,554,708
DOL ALMIS Grants	1,853,557	795,241	*	*	*	2,648,798
DSS (GAIN)	8,256,022	4,000,000	*	*	*	12,256,022
State Dept. of Aging	25,512	10,000	10,000	10,000	10,000	65,512
EDD Staff Supplement	790,799	346,284	346,284	346,284	346,284	2,175,935
DOL UI Profiling	1,199,142	813,340	0	0	0	2,012,482
One-Stop Planning Grant	400,000	200,000	0	0	0	600,000
Total Committed	$86,564,714	$36,311,160	$1,456,284	$1,456,284	$1,456,284	$127,244,726

* Unable to project specific line item totals for these items at this time. However, we have received formal commitments to make significant contributions to One-Stop System building once future funding levels are determined. This information will be reported to DOL as it becomes available including specific information on local funding leveraged by individual implementation sites.
† Based on self-reported figures from a survey of local Service Delivery Areas.

Table 1B below details the State's funding request by specific project/activity, applicable timeframe. For ease of review, the projects/activities are presented in the same order as listed in Section 3 (Implementation Plan):

Table 1B: Implementation Grant Funding Budget Detail

Project/Activity Statewide System Building	Year 1	Year 2	Year 3	Year 4	Total
1. Manage Implementation	$1,091,516	$1,091,516	$1,091,516	0	$3,274,548
2. Capacity Building					
a. One-Stop Staff Core Competencies	450,000	250,000	250,000	0	950,000
b. "Best Practices" Dissemination	100,000	50,000	50,000	0	200,000
c. Usability/Customer Access Project	100,000	100,000	100,000	0	300,000
3. Performance-Based Accountability					
a. Continue System Development	80,000	50,000	25,000	0	155,000
b. Implement Consumer Reports System (CRS)	200,000	75,000	75,000	0	350,000
c. Independent 3rd Party Evaluation	100,000	100,000	100,000	0	300,000
4. Develop Private Sector Partnerships	85,000	85,000	85,000	0	255,000
5. Electronic One-Stop (EOS)					

a. System Management
     (incudes $150,000 for Data Security/
     Confidentiality consultant)
	483,616	583,616	333,616	0	1,400,848

b. Increasing local EOS capacity statewide	700,000	650,000	500,000	0	1,850,000
c. Technology Pilots/New Initiatives	600,000	750,000	400,000	0	1,750,000
Local One-Stop System Building & Implementation	4,009,868	4,214,868	4,989,868	0	13,214,604
Total Request	$8,000,000	$8,000,000	$8,000,000	0	$24,000,000

2. Percentage of Funds Reserved for Local Expenditure

Approximately 74 percent of California's requested amount will be spent on local partnerships over the three year grant period. Table 2 displays the projected percentages and dollar amounts of expenditures proposed for the six major implementation areas at the local level.

TABLE 2: * Implementation Grant Funding Budget Detail of Local Funding

Implementation Activity Category	Year 1 Local $	%	Year 2 $	%	Year 3 $	%	3 Year Totals $	%
1. Manage State-Level Implementation		0%		0%		0%		0%
2. Capacity Building	650,000	8%	400,000	5%	400,000	5%	$1,450,000	6%
3. Performance-Based Accountability		0%		0%		0%		0%
4. Public/Private Partnerships	85,000	1%	85,000	1%	85,000	1%	$255,000	1%
5. Electronic One-Stop (EOS)	1,012,107	13%	903,616	11%	903,616	11%	$2,819,339	12%
6. Local One-Stop System Building & Implementation	4,009,868	50%	4,214,868	53%	4,989,868	62%	$13,214,604	55%
Totals	$5,756,975	72%	$5,603,484	70%	$6,378,484	80%	$17,738,943	74%

* The remaining 26 percent of the three year total of grant funds will be expended at the state level on managing implementation (14 percent), performance-based accountability (3 percent), and electronic One-Stop systems (9 percent).

3. Local Level Fund Allocation and Accountability

Initially, the state will allocate funds to the local level on a competitive basis using a fully developed Request for Application (RFA) process as identified previously in Section 3 (Implementation Plan). This process will allow for funding of "proportional" grants of up to $1,000,000 per local implementation site based on: a) the size of the area's civilian labor force; b) efficacy of the implementation approach; and, c) the current developmental status of local One-Stop implementation efforts. Initial grant requests will serve as the basis for negotiation of final local grant awards using these general criteria along with other criteria developed through the One-Stop partnership selection process referenced previously in Section 3 (Implementation Plan). Local implementation funding will be awarded to local partnerships' designated fiscal agents as identified in local implementation grant applications. Funds will be used to underwrite developmental and one-time implementation costs - ongoing operational costs will not be included.

4. Methods for Allocating Shared or Joint Costs

Local grantees will be required to develop and submit written documentation to support the allocation of shared costs. This requirement is consistent with current practices. The State and its One-Stop partners will provide all necessary technical support to assist local partners to develop cost allocation plans in accordance with established State and federal requirements. Grant awards will be expected to follow the guidance contained in OMB Circulars A-87 and A-122 *Cost Principles for States and Local Governments* and *Cost Principles for Nonprofit Organizations* respectively, in establishing cost allocation plans. All local implementation funding grantee cost allocation plans will be expected to conform to these Circulars and be prepared in accordance with Generally Accepted Accounting Principles (GAAP). Additionally, the State, in conjunction with a local service agency, has formally applied to pilot the DOL developed cost allocation Technical Assistance Guide (TAG) titled "Sharing Resources to Provide Integrated Services: A Guide to Activity-Based Cost Allocation," in local One-Stop Systems. The specific TAG methodology is being assessed to determine feasibility of implementation. The State will continue to identify and evaluate alternative and innovative methods to determine each program's share of the total costs incurred to achieve program results in integrated service delivery systems.

5. How Proposed Investment will Leverage Other Resources

Specific efforts are planned to further develop public/private partnerships at both the State and local levels to further leverage funding which will supplement funding already committed to One-Stop Implementation. This includes, among others, forming strategic alliances with specific technology and communication industry leaders and foundations which may help provide long-term financial support for California's One-Stop Career Center System. Local partnerships are already leveraging funds and will continue to do so. Grant funds will not be spent on providing direct services, but since grant funds are non-categorical and will be used to build and integrate systems, existing funds will be freed up to provide direct services.

b. Agency Contact

The Governor has designated the Employment Development Department (EDD) as the grant recipient and administrator for California's One-Stop Career Center Implementation Grant. The EDD staff members having overall responsibility for administering the grant are Ms. Kathy Sage, Deputy Director, Workforce Development Branch, and Ms. Virginia Hamilton, Chief, Office of Workforce Policy. Below is the contact information for these staff members:

Kathy Sage, Deputy Director
Workforce Development Branch
Employment Development Department
800 Capitol Mall, Room 4002
P.O. Box 826880, MIC 88
Sacramento, CA 94280-0001
Ph. (916) 653- 0270   Fax (916) 653-3413

Virginia Hamilton, Chief
Office of Workforce Policy
Employment Development Department
722 Capitol Mall, Room 5104
P.O. Box 826880, MIC 77
Sacramento, CA 94280-0001
Ph. (916) 654-9995   Fax (916) 654-9863

The Workforce Development Branch, led by Ms. Sage, currently has responsibility for overseeing and supporting California's planning/development efforts for both the School-to-Work and One-Stop Initiatives, along with developing policy guidance and implementation planning for federal block grants. The Office of Workforce Policy, led by Ms. Hamilton, assumed overall responsibility for One-Stop planning, including staff support to the One-Stop Career Center System Task Force, since the beginning of this effort in November 1994, and also provides key technical support to the SJTCC in its work to develop and implement a strategic plan for reinventing California's Workforce Preparation system. Each of these reform efforts has established oversight bodies (the SJTCC, One-Stop Career Center System Task Force and Governor's School-to-Career Task Force) which share and have honored a fundamental commitment to develop policy recommendations through an open, inclusive, and collaborative process ensuring opportunities for participation of all key stakeholders, partners, and customers. Additionally, this has allowed for the necessary coordination and consultation to ensure that these different reform efforts collectively support and contribute to realizing the State's overall vision of its new workforce development system. The State expects these collaborative efforts to continue and lend tremendous support to California's One-Stop Implementation efforts.

c. Financial Management

The designated fiscal agent for this grant will be the State's Employment Development Department. The individuals responsible for the financial management of the grant are:

Victoria L. Bradshaw, Director
Employment Development Department
800 Capitol Mall, Room 5000
P.O. Box 826880, MIC 83
Sacramento, CA 94280-0001
Ph. (916) 654-8210   Fax (916) 657-5294

Haven T. Bays, Chief
Fiscal Programs Division
Employment Development Department
722 Capitol Mall, Room 6099
P.O. Box 826880, MIC 80
Sacramento, CA 94280-0001
Ph. (916) 654-8221   Fax (916) 654-5461

Methods for awarding and managing local awards are detailed above in items a.3. and a.4. The State will establish and maintain necessary fiscal controls including: a) negotiation of a clear and specific statement of work for each local grantee; b) required ongoing fiscal and programmatic reporting by local partnerships; and, c) regular on-site monitoring and auditing of local grant activities. Additionally, evaluative data provided by the independent evaluation proposed as one of the State's implementation activities will provide another data source to ensure effective fund management at the State level.